

Potential Situations during Conversations with Middle and Low Performers

Situation	Reactions to Avoid	Strategies
Focus on another employee	Allow the focus of the conversation to shift Discuss another employee Ask for more information Back down	Reflect the concern back to the employee. Repeat, "we are here today to discuss your behavior" "I will deal with each situation as appropriate"
Excuses	Accept the excuse Show agreement by nodding your head or saying "that's OK" Focus on the excuses	Keep focused on the behavior that needs to improve and your expectations Provide specific examples State clear expectations and confirm understanding
Mistake made by manager	Engage in an argument Defend yourself	Document new information Check the facts Advise the employee you will investigate Apologize if you are wrong
Emotional/Angry response	Respond with emotion Allow emotion to take over the conversation Doubt your statements/action Back down	Remain calm, non-emotional Give them a moment to get composed Do not get angry or emotional Acknowledge the emotion/anger Stay focused on the task at hand

<p>Blames your or someone else</p>	<p>Taking the comments personally Focus on other peoples' behaviors Ask for more information Accept blame Become defensive or emotional Allow the focus of the conversation to shift Back down</p>	<p>Remain calm and detached Do not react or allow your buttons to be pushed Reflect the specific behavior back to the employee As needed repeat, "we are here today to discuss your behavior" Explain your expectations of the employee</p>
<p>Lack of understanding</p>	<p>Get angry or defensive Argue Back down</p>	<p>Refer to the Standards of Excellence Refer back to previous conversations where issue was discussed State clear expectations Confirm understanding</p>
<p>Changes subject to positive behaviors</p>	<p>Allow the focus of the conversation to shift Acknowledge the positive behaviors Back down</p>	<p>Remain calm and detached State, "your _____ behavior is not the subject of this conversation. We are here to discuss _____" Stay focused on the task at hand State clear expectations</p>
<p>No response</p>	<p>Respond with emotion End discussion Back down</p>	<p>Remain calm Keep moving forward to cover the information Ask open ended questions Confirm understanding, "can you tell me your understanding of this discussion"</p>